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ABSTRACT

This book proposes the possibility of "extraordinary change" in individuals and organizations and suggests a source of "boundless energy" for bringing those changes into being. That source is freed by removing internal barriers to change within oneself. It provides personal experiences of transformational learning to introduce the reader to a new technology of leadership. The four chapters of part One take the reader through a step-by-step process to build a customized version of a new technology, a new "mental machine," for personal learning using four "transformative languages" that change communication in these ways: (1) from the language of complaint to the language of commitment; (2) from the language of blame to the language of personal responsibility; (3) from the language of "New Year's Resolutions" to the language of competing commitments; and (4) from the language of big assumptions that really hold one (as opposed to one holding them) to the language of assumptions that one really holds. The three chapters of part Two introduce the reader to these three more languages that one can use to maintain and upgrade the "mental machine": (1) from the languages of prizes and praising to the language of ongoing regard; (2) from the language of rules and policies to the language of public agreement; and (3) from the language of constructive criticism to the language of "deconstructive" criticism. (KC)